



OAK RIDGE OPERATIONS

WORK FORCE

RESTRUCTURING PLAN

November 29, 1995

**U. S. Department of Energy
Oak Ridge Operations Office
Oak Ridge, Tennessee**

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1. INTRODUCTION

Section 3161 of the National Defense Authorization Act for FY 1993 (Public Law 102-484) requires the Department to develop a Work Force Restructuring (WFR) Plan to mitigate the impact on affected workers and the community due to changes in missions or budgets, or as a result of management and contracting efficiencies. This document is the Oak Ridge Operations Office (ORO) WFR Plan that covers the period from May 1995 through September 1996 and describes actions planned primarily as a result of anticipated reduced ORO budgets in FY 1996 and 1997.

On May 24, 1995, ORO announced that changing missions and cost-saving efforts in the Environmental Management (EM) and other programs would have a substantial impact on several ORO prime contractor and subcontractor work forces during the next 2 years. The purpose of the cost-saving initiatives is to both improve the cost effectiveness and efficiency of accomplishing program work, and to prepare in a planned, business-like manner for the likelihood of lower budgets. It is expected that employment reductions will be accomplished in a phased manner over the next 12-18 months.

Numerous work force restructuring activities are planned including implementing new contracting arrangements, realigning contractor management structures, eliminating duplicated activities or services, and implementing new business practices associated with the Department's Contract Reform initiatives.

It is currently estimated that up to approximately 900 positions will be eliminated. However, with the uncertainties surrounding FY 1996 and 1997 budget levels in several major ORO programs, it is very likely that the actual number of impacted positions could be significantly higher when the budgets are clarified.

As set forth below, this plan outlines actions ORO intends to take to minimize the impacts on employees and the community, including outplacement assistance, displaced worker health benefits, preferential hiring requirements, relocation assistance, continuing educational or retraining assistance, and voluntary reduction-in-force (VRIF) separation programs. To be eligible for the assistance and benefits described in this Plan, impacted employees must meet the eligibility criteria described in Appendix A of this Plan.

ORO has involved area stakeholders by providing the current Departmental guidance issued April 5, 1995, seeking input to the plan through meetings and review of drafts, and incorporating comments and suggestions into the final plan to the extent possible.

Important note: There is no guarantee that any future staffing reductions in the work force will provide for enhanced separation benefits. There is a very real possibility that future work force restructuring plans will not contain a voluntary separation package.

Provisions of this plan are not intended to replace normal separation benefits to which eligible contractor employees would normally be entitled under the contract. This plan is offered to supplement those benefits. It is not the intent of the Department of Energy in implementing this work force restructuring plan to create any private right of action or to create rights in any third parties.

2. COMMUNITY AND STAKEHOLDER INVOLVEMENT

It is ORO's intention to provide full opportunity for local and regional stakeholders who may be impacted by work force restructuring to assist in the planning process. A list of over 80 stakeholders (see Appendix B) has been compiled and includes employee representatives and union leaders, contractors and subcontractors, local and State governments, educators, citizen groups, economic development and civic groups, and business and commercial leaders.

On May 19, 1995, Mr. James Hall, Acting Manager of the Oak Ridge Operations Office, sent a copy of the DOE "Interim Planning guidance for Contractor Work Force Restructuring" (dated April 5, 1995) to area stakeholders (see Appendix C). That document describes the Department's current policy parameters within which work force restructuring plans are to be prepared, and was issued by the Office of Worker and Community Transition in Washington, D.C. Mr. Hall stated that several ORO contractors would be undertaking initiatives related to shifting work priorities and anticipated budget impacts that would require restructuring the contractor work force in Oak Ridge. As ORO has done in past years, Mr. Hall stated that "we will seek input from a broad cross section of area resources to effectively restructure the work force."

Consistent with the Planning Guidance, ORO issued a general announcement on May 24, 1995, to employees, employee representatives, and the community at large that work force changes would be required at the Oak Ridge facilities. That same day, a news release (see Appendix D) was also issued stating that 700 to 900 jobs would be eliminated over the next 2 years, and a briefing for local media representatives was held.

The Community Reuse Organization, East Tennessee Economic Council (ETEC), has agreed to assist in facilitating the community's involvement by serving as the coordinator on behalf of area stakeholders to work with ORO and others in preparing this Plan. ETEC is a nonprofit economic development organization made up of surrounding community, business, educational, and economic development representatives. It served effectively in a similar role during the development of the last two ORO WFR Plans.

To facilitate ETEC in carrying out its role of supporting the WFR and regional economic diversification planning processes, ORO has authorized the use of funds previously included and remaining in a DOE grant awarded to ETEC in 1993 and extended last year for these purposes. No additional funding for this grant will be made available; however, the use of the remaining funds in the grant has been stretched out and the mission statement clarified, thereby supporting the development and implementation of this plan.

ORO established and chairs regular meetings of the Adjustment Assistance Coordinating Council (AACC) to serve as a forum for discussing WFR issues and exploring possible solutions or activities to address them. The AACC is an ongoing communication and consulting team with continuing participation by DOE, union leaders, employee representatives of contractors and subcontractors, and various other stakeholders. Since there are no formal "membership" requirements, a variety of other stakeholders attend AACC meetings whenever they find it useful throughout the planning process and development of the WFR Plan.

A draft of the ORO WFR Plan dated July 14, 1995, was provided to local area stakeholders for review and comment. Suggestions and other input have been carefully considered and, as appropriate and to the extent practicable, have been included in the final Plan. A record of all comments is kept and the basis for not including specific recommendations in the final Plan is maintained and documented. Copies of Plan drafts and the final Plan are placed in the ORO Public Reading Room, located in Room 112 of the Turnpike Building, 55 Jefferson Circle, Oak Ridge, Tennessee. The Public Reading Room is open 8-11:30 a.m. and 12-4:30 p.m., Monday through Friday, and its telephone number is 241-4780.

A local stakeholders meeting to discuss the draft Plan was held on July 27, 1995, in order for DOE to receive additional input and respond to any questions or concerns. After introductory remarks by the Manager of ORO, other DOE representatives provided background information on the WFR process, and summarized current ORO program perspectives and outlooks, to include Energy Research, Environmental Management, Construction Services, and Economic Development. A question and answer period followed during which comments from the audience primarily focused on questions and concerns surrounding the reuse of DOE land and facilities in Oak Ridge (see Section 6 for additional details on stakeholder input).

At the close of the meeting, ORO encouraged participants to submit any other comments on the Draft Plan within 2 weeks, since the Final Draft Plan would be submitted to DOE Headquarters by mid-August for approval by the Secretary of Energy.

3. WORK FORCE PLANNING AND INTERNAL REALIGNMENT

a. Work Force Planning

An essential part of restructuring the work force is to assess current and future missions and program work in relation to the skills and capabilities of the existing work force. The result of this evaluation is to determine any mismatches between the skills required to perform continuing mission requirements and the skills presently available to perform the work, to determine the extent to which the existing work force can be reassigned or retrained to meet the needs of changed missions, and to determine if it will be necessary to reduce employment of individuals whose skills are no longer required.

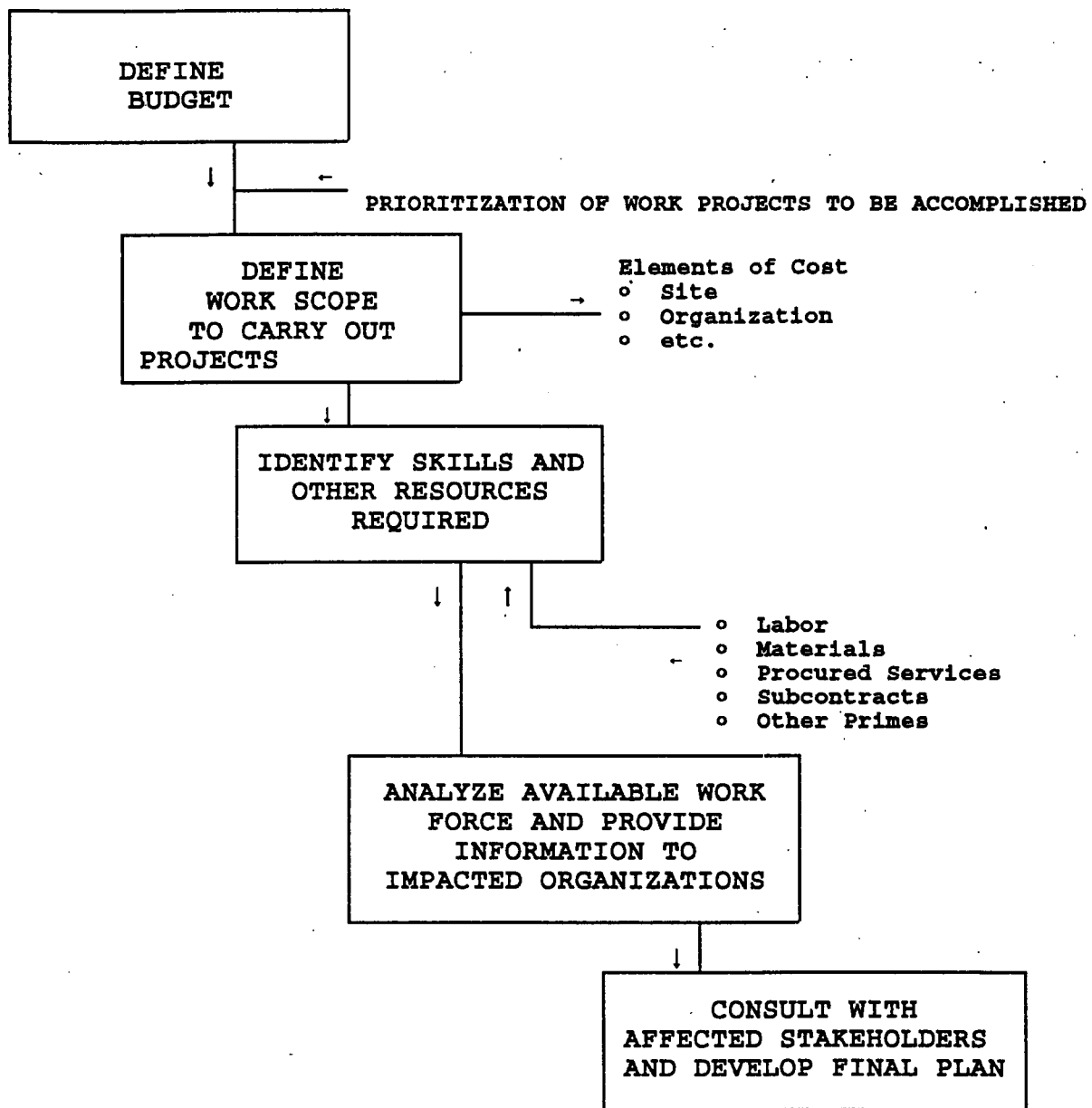
The DOE managers in three primary ORO programs (environmental management, energy research and development, and defense programs), with appropriate input from the contractors and subcontractors who perform work in these areas and in consultation with existing collective bargaining representatives of potentially affected employees, have been reassessing work force impacts for several months as programmatic priorities shift and anticipated budget levels change.

The high degree of budgetary uncertainty this year has made it extremely difficult to plan work force needs for the remainder of FY 1995, much less for FY 1996 and through FY 1997. Based on the information and assumptions available, work force scenarios were developed and then updated and revised as conditions warranted. The effects of changes in contracting arrangements, existing contractor turnover, retraining, or other mitigating activities, and the need to achieve other overall goals such as diversity and cost reduction, all had a bearing on work force planning decisions.

The work force analysis process used by the EM Program this year to determine necessary work force reductions, which is similar to that used by Energy Research and Development and Defense Programs, is described below.

The FY 1995 EM Program Plan was used as a beginning reference budget. The analysis began by assessing the impacts to the prime contractor and subcontractor work forces of a projected decrease in Environmental Restoration and Waste Management (ERWM) funding over the next two-year period. EM project budgets could fall by \$152 million over the next two years (FY 1996 and 1997) from the FY 1995 funding level of \$762 million.

A strategy was developed to analyze the impacts of the likely budget reductions on the work force. This strategy accommodates the budget reductions planned by the EM organization while ensuring continued essential support for the base program activities, regulatory commitments, safe operation of waste operations, and continued surveillance and maintenance of shutdown facilities.



WORK FORCE RESTRUCTURING PROCESS

Figure 1

- o Define the projected budget for the Oak Ridge EM Program (based on guidance from DOE Headquarters);
- o Prioritize projects to be accomplished during the period (FY 1996 and FY 1997) as defined by ORO to correspond with the list of candidate projects for the Oak Ridge Reservation;
- o Identify specific mix of work (work scope) to be accomplished in order to carry out projects;
- o Identify the skills and other resources required to accomplish the defined work by site, contractor, and division. Resources include labor, materials, procured services, subcontracts, and prime contracts;
- o Compare work force requirements to available work force capability and provide information to affected organizations for analysis of specific worker classification and job group or title. Identify personnel impacts in each of the involved organizations (prime contractors and subcontractors). Summarize the worker population at risk; develop mitigating human resource strategies and action plan; and
- o Consult with affected stakeholders and develop final Work Force Restructuring Plan.

The FY 1996 funding level of the Oak Ridge National Laboratory (ORNL) faces many uncertainties at this time. While ORNL is a multiprogram laboratory with a very diverse funding base, the budget discussions currently being held in Congress may adversely affect several of the laboratory's programs including Fusion Energy, Technology Transfer, Energy Efficiency, and Education Programs. Funding reductions may also occur in other programs as well as in Work for Others which is substantially supported by other government agencies. As the budget situation becomes clearer, the laboratory will redirect its resources to the extent possible to prepare for and respond to FY 1996 budget levels. In addition, FY 1997 budget levels are expected to continue to decline in some areas, and actions will be taken to address these areas as soon as sufficient data is available. Detailed work force planning will be accomplished by ORO and contractor Energy Research program managers in consultation with appropriate stakeholders as the budget picture becomes clearer.

The FY 1996 Defense Programs funding level for the Defense and Manufacturing business unit at Y-12 appears at this time to be reasonably stable. Recent Congressional budget discussions are addressing reductions in the Technology Transfer programs which have the potential for impacts on both Y-12 and ORNL staff. FY 1997 Defense Program funding levels are not finalized; however, expectations are that Y-12 will continue to reduce its staffing consistent with the long-term objective of downsizing the production capabilities.

MK-Ferguson of Oak Ridge Company will experience employment reductions as a result of the Strategic Alliance with Lockheed Martin Energy Systems, Inc. (LMES), and Oak Ridge Associated Universities will experience employment reductions as a result of budget reductions in various programs.

Several other project support contractors and subcontractors are expected to experience reductions; however, it will not be possible to identify specific impacts until final FY 1996 budgets are known. ORO will continue to work with all impacted organizations as they become known.

b. Internal Placement and Reassignments

ORO is committed to assuring that contractors and subcontractors maximize utilization of the existing work force in order to reduce the need for involuntary separations through reduction-in-force. Impacted organizations will consider implementing as many of the following actions as feasible:

- o Limit external hiring.
 - New hires should be severely restricted while at-risk employees remain to be placed;
 - External hiring should be limited to obtaining critical skills which are unavailable within the existing work force, which cannot be developed in a timely manner through retraining, and which are essential to support critical program work.
- o Retrain displaced workers whenever practicable.
- o Maximize use of internal transfers and reassignments of employees from areas of surplus to areas where employees are most needed.
- o Consider other techniques such as alternate work schedules and job sharing when feasible.

Consistent with DOE Order 3309.1A, "Reductions in Contractor Employment," ORO will work with the contractors covered by this Plan to ensure that they use their best efforts to alleviate adverse impact and to require that they document their analysis to demonstrate these efforts. Every effort will be made, in accordance with the programs identified in this Plan, to minimize the number of employees to be involuntarily separated. However, if involuntary separations are required through FY 1997, non-represented employees will be identified for involuntary separation consistent with applicable personnel policies based on a number of factors, including but not limited to: the need for the individual skills taking into account the possibilities for retraining to the extent practicable, individual performance, seniority, and diversity of work experience as it relates to the overall strategic direction. Performance within the ranking group will be in accordance with the contractors' published performance appraisal guidelines. Represented employees covered by collective bargaining agreements will be identified for involuntary separation in accordance with their respective collective bargaining agreements. Application of these factors to individual employees will be documented. LMES has established an internal RIF Review Board. It is comprised of human resources staff, the Work Force Diversity Manager, and a line manager (not in the organization being reviewed), and it will review line management RIF decisions involving any protected category individual.

In addition, consistent with (a) the need for critical skills, (b) the Department's efforts to increase the efficiency and cost effectiveness of its operations, (c) the results of cost/benefit "make or buy" analyses, (d) schedule impacts, and (e) contract terms,

contractors should restrict the use of staff augmentation personal services subcontracts and consultant agreements in order to maximize the use of impacted employees. However, this restriction does not apply to the use of, or employment with, a fixed-priced subcontractor.

ORO contractors that anticipated work force restructuring have been taking steps for several months to use these mitigating techniques. For example, LMES placed administrative controls on outside hiring beginning in January. This process consists of reviewing the qualifications of available employees for existing job openings before proceeding to fill these jobs from the outside. All outside hiring activity is approved by a designated senior management team, based on the criteria identified in this section. In addition, affected employees are being given first consideration for salaried job openings prior to bidding and advertising, and for hourly job openings after collective bargaining agreement job bid requirements have been met.

During the period between the ORO announcement in May 1995 (when we estimated approximately 450 prime contractor and subcontractor jobs could be reduced by September 30, 1995) and the finalization of this Plan, the contractors were able to mitigate impacts on workers by careful position management and internal reassignments. It is important to note that LMES is a multiprogram contractor with over 14,000 employees. In any given year, when one or more of its programs are declining, others may be growing. Even within a program, there is usually a need to fill some jobs during downsizing due to changing skill mix requirements and the need to retain critical capabilities. For example, during FY 1995, there were 188 internal transfers within LMES due to work force restructuring which represented 188 people who were able to be reassigned to other jobs by matching their skills with available remaining work. The number of involuntarily terminated employees by reduction in force was reduced accordingly compared to the number initially projected.

4. PROGRAMS FOR IMPACTED WORKERS

a. Voluntary Separation Programs

ORO will work with contractor organizations anticipating employment reductions as part of this work force restructuring, to consider the use of voluntary reduction-in-force (VRIF) programs to encourage voluntary separations. VRIF programs will be used to enable employees in impacted organizations to volunteer to be separated and to receive normal severance pay (pursuant to the terms of their contractor's contract with DOE) if the VRIF eliminates the need to involuntarily lay off that employee or another employee. The key consideration under these programs in granting a VRIF is that it would eliminate the need to impose an involuntary reduction in force, e. g., for employees in job classifications that are at risk for involuntary reductions. Approvals of applications to participate in a VRIF will be granted by appropriate human resources and line management officials in accordance with established company policy. No employee has a right to a VRIF benefit; applications for voluntary separation may be refused if they do not meet the intent of the program or in order to preserve critical knowledge, skills, or adequate staffing levels.

Contractors covered by this WFR Plan must submit a request to implement a VRIF program to ORO for review and prior approval. Contractors who implement approved VRIF programs must also adopt post-employment restrictions, requirements for repayment of the severance benefit on a prorated basis upon rehire, or other procedures to ensure that individuals accepting a VRIF benefit are not inappropriately rehired.

At this time three impacted contractors, LMES, Oak Ridge Associated Universities (ORAU), and MK-Ferguson of Oak Ridge Company (MK-F) have been approved to implement a VRIF program.

On May 2, 1995, LMES requested approval to implement a VRIF program. The Office of Worker and Community Transition and ORO approved the plan. Written requests to participate in the VRIF were accepted during the window from May 30 through June 14, 1995. A total of 30 VRIF separations were approved. Employees separating under the VRIF were off the payroll by September 30, 1995.

On July 11, 1995, ORAU/Oak Ridge Institute for Science and Education (ORISE) requested approval to implement a VRIF program. The Office of Worker and Community Transition formally approved the program July 14, 1995, with subsequent approval by ORO through the ORISE's Contracting Officer's Representative on July 17, 1995. Written requests for the VRIF from participants were accepted during a window from July 24 through August 11, 1995. ORISE employees in the Training and Management Systems Division, the Science/Engineering Education Division, and the Administrative Services Division were primarily considered for the VRIF. ORISE management approved 18 VRIF requests from employees, who left the payroll by September 29, 1995.

MK-F also requested approval to implement a VRIF program on July 11, 1995. The Office of Worker and Community Transition (WT-1) formally approved the program July 14, 1995, with subsequent approval by the ORO on July 19, 1995. Written requests for the VRIF from participants were accepted during a window from July 25 through August 8, 1995. VRIF's were approved for employees in Human

Resources, Engineering, Administration, and Construction. MK-F management approved four VRIF requests from employees, who left the payroll by September 29, 1995.

b. Displaced Workers Medical Benefits

Displaced Workers Medical Benefits, consistent with Departmental planning guidance on contractor work force restructuring, will be offered to all separating employees of management and operating (M&O) contractors and other prime contractors of ORO as described below. Employees who are not eligible for such medical insurance under any other program (including another employer's group plan either as an employee or dependent, or Medicare or other retirement program coverage) may elect coverage under the Displaced Workers Program.

During the first year following separation, the contractor will continue to pay its portion of the former worker's medical premium, and the former employee will pay the normal employee share (i.e., the active employee premium rate). During the second year, the former employee will pay 50 percent of the Consolidated Omnibus Budget Reconciliation Act (COBRA) rate, i.e., 100 percent of the full cost, plus 2 percent of the cost to cover administrative expenses. During the third and subsequent years, the former employee will pay the full COBRA rate.

The separated employee must certify eligibility each month to continue participation in this program and follow all other procedures and conditions established by the employer. Failure to provide timely certification will result in termination of the extended medical insurance benefits.

A former employee may be able to continue coverage at the individual's expense in circumstances where there are preexisting conditions, if such conditions are excluded from coverage under another plan for which he or she becomes eligible. It will be the individual's responsibility to coordinate with the employers and insurance companies involved to determine if such coverage is available.

All employees will also receive notice of their rights under COBRA.

c. Outplacement Assistance

It is ORO's intention to provide outplacement assistance to all affected employees under this Plan on an equitable basis that minimizes duplication of services and unnecessary costs. The extent of services provided will be planned in consideration of the number and classifications of employees who are expected to require assistance under the circumstances at the time. Outplacement assistance may also be made available to employees approved for voluntary separations.

A LMES-operated Career Center began functioning on a limited basis in conjunction with the 120-day notification. The center's activities have been carried out at multiple locations in an effort to provide services as close to the target audience as practicable. To the extent other contractor and subcontractor employees are affected, the services of the Career Center will also be available to assist them. Depending on the volume of usage by their employees, other contractors and subcontractors may be requested to help "support" the

Center. Such support may be financial or in the form of part-time staff to assist with the operation of the Center and its activities.

The purpose of the Career Center is to assist displaced workers develop career plans, execute job searches, and look for retraining opportunities. The Center may also provide administrative support in processing applicants or candidates for various types of assistance programs and, to the extent developed, retraining and educational opportunities. A complete system of career transition services ranging from assessment to a satisfactory employment match is the desired outcome.

The Career Center will provide services such as aptitude and skills assessments, job analyses (present and future), information on job demand and supply, basic job requirement listings, wage information, and access to school and training information. Several software applications and hard-copy assessments are available through the center to assist employees in determining their skills and aptitudes. Providing assessment and evaluation services to all employees will help to ensure that everyone's interests and aptitudes receive proper attention. Referrals may be made to the Educational Assistance Program, the Skills Enhancement Program, or to an area school.

Job openings are posted on bulletin boards in the Career Center and, where practicable, on company electronic bulletin boards. Job leads are received from private industry, other contractor and subcontractor corporate locations, and other DOE contractors. The Career Center offers access to several job search software programs, including:

- Job-Opportunity Bulletin Board System (JOBBS) - a DOE contractor system used to match displaced workers with job vacancies in the DOE community. JOBBS is for the exclusive use of DOE, its contractors and subcontractors, and is free to all qualified users to facilitate the requirement to give hiring preference to DOE contractor employees displaced by WFR. BDM Federal, Inc., is administering the JOBBS for DOE; additional information on it can be obtained by calling the company on 408-657-1846.
- Interstate Job Bank - a nationwide job listing computer program available at the Career Center that was established in accordance with Section 4468 of the National Defense Authorization Act.
- Automated Labor Exchange (ALEX) - an online job listing service from the Department of Employment Security.
- Quick & Easy - assistance with preparing resumes to apply for Federal jobs.

Other services provided by the Career Center include preparing resumes and cover letters, filling requests for training records and transcripts, reproducing and transmitting materials, and providing other job search assistance. A library of resource materials is located in the Career Center.

A number of workshops are planned and will be conducted as considered appropriate. Possible workshop topics include:

- resume writing
- job search techniques
- interviewing skills
- computer skills

- o financial management and planning
- o Credit Union services (e.g., paying loans)
- o Economic Displaced Worker Administration
- o Small Business Administration/Service Corps of Retired Executives (SCORE) (e.g., small business loan programs)
- o setting education goals and obtaining grants
- o community services (e.g., food programs, medical services, legal services)
- o unemployment services
- o real estate services
- o stress management

An educational counselor from the University of Tennessee will be available by appointment to help employees make career decisions, select an academic institution, and complete admission and financial aid forms. The counselor will also explain federally funded student financial assistance programs.

If appropriate, consideration will be given to conducting a job fair to market the skills of the workers being displaced. The last job fair, held in September 1994, was cosponsored by LMES and the Oak Ridge and Knoxville Chambers of Commerce.

Employees are advised of services at Roane State Community College and Pellissippi State Technical Community College that are free to the public. For example, these schools conduct interest assessments, hold career workshops, and post job openings. In addition, they maintain libraries that contain numerous references of interest to job hunters.

Impacted employees are also referred to local Tennessee Department of Employment Security and other area resources for services such as:

- o skills assessment
- o job counseling
- o referral to resource agencies and job search information
- o career planning
- o training services (e.g., basic skills, General Equivalency Diploma preparation, and job-specific skills training)

Meetings, sponsored by the Tennessee Department of Labor, will be held after layoff notices are issued. Participants include: The Tennessee Department of Employment Security, Tennessee Department of Human Services, Tennessee Department of Labor, and the Job Training Partnership Act/Private Industry Council Coordinators. The coordinators will be available for individual appointments following the group meetings.

The projected cost of outplacement assistance during the first phase (FY 1995) of this WFR Plan was significantly reduced from previous years consistent with the lower number of individuals who were expected to receive reduction-in-force notifications from the various contractors and subcontractors. Our experience was very close to those projections; as of September 29, 1995, approximately 130 individuals received RIF notices. The career center focused both on internal reassignments of identified LMES employees, as well as on outplacement of impacted workers from LMES and the other contractors and subcontractors who availed themselves of the services offered through the center.

To help minimize the cost of outplacement assistance, it was determined to use a human resource consultant, Transition Team, to develop external job leads. This action was considered more cost-effective since it capitalized on the Transition Team's existing job-lead data base and minimized the internal resources needed. LMES has used only three FTE's to operate the center. To date, the Transition Team has developed 1,044 external job leads.

d. Relocation Assistance

All affected prime contractors and subcontractors are encouraged to facilitate internal transfers for impacted workers within their organizations. Normally, it is expected that the gaining organization will pay for relocation costs to the extent the employee is eligible for such benefits from that organization. In such cases, they will not be eligible for benefits under this plan.

Individuals employed in an exempt job (or determined to be a critical skill job) at another DOE contractor location will be provided the normal relocation benefits of the receiving contractor organization and will not be eligible for relocation assistance under this plan.

However, during the period covered by this plan, relocation assistance may be provided under this WFR Plan to involuntarily separated workers who are hired at another DOE site but who do not qualify for relocation assistance under the hiring contractor's policies. This relocation assistance includes actual and reasonable expenses for transportation, movement of household goods, and temporary living expenses; not to exceed a cumulative total of \$2,500 per individual.

The Tennessee Department of Labor, through Job Training Partnership Act (JTPA) Title III funds, may also be available to assist impacted workers who are identified and certified as dislocated workers in counties served by the Private Industry Council (PIC). A maximum of \$800 for relocation assistance per dislocated individual is available through the JTPA.

e. Training Programs

Throughout the development of this Plan, ORO is endeavoring with stakeholders to identify training needs that would fulfill the objectives of the Planning Guidance and Section 3161, and are practicable (i.e., the training is aimed at jobs, particularly DOE-funded jobs, where vacancies are expected in the near term, and it can be completed within a reasonable time and at a reasonable cost). The specific 3161 objective of retraining impacted workers for jobs in environmental restoration and waste management activities will be particularly difficult to achieve since reductions in the ORO Environmental Management Program budgets are largely the reason for this WFR Plan.

In coordination with the Tennessee Department of Labor Rapid Response Team, Tennessee Department of Employment Security, and other regional resources, ORO contractors will seek to refer impacted employees and use publicly-funded programs such as the JTPA, through the PIC, serving Service Delivery Area Four and adjacent PIC's, wherever possible.

Basic Skills Enhancement - The existing LMES Skills Enhancement Program (SEP) provides opportunities for full-time employees to

improve skills necessary for current or future job assignments. SEP offers skills development in math, calculus, fractions, and statistics. Other subjects include writing, reading comprehension, and computer skills. SEP is designed to meet the needs of all educational levels and backgrounds. The SEP is administered by the LMES Center for Continuing Education, in association with Sylvan Learning Systems. Sylvan provides individualized instruction, materials, and equipment.

Efforts will be made to make the SEP or a similar program available to dislocated workers of other contractors to the extent practicable and within available resources.

Retraining for New Career Fields - See Section 5.b of this Plan, "Educational Assistance," which describes a program to help impacted workers transition to other career paths.

Impacted workers may be interested in starting their own business by using entrepreneurial and small business development assistance and support services or by taking courses in establishing and operating small businesses. ETEC and other community resources (e.g., Small Business Administration, SCORE, etc.) will be used on a coordinated basis to maximize the training and related services that can be provided.

The services and resources of the economic development programs funded through DOE grants as part of the previous WFR Plan will be available to impacted workers. This will involve access to help with technology transfer and small business development (including business incubator space, management/technical assistance, and financial assistance through a revolving loan fund).

In addition, over 900 LMES employees from the three Oak Ridge facilities attended one or more of the 30 courses developed and delivered at the Manufacturing Skills Campus in FY 1995. Courses include precision manufacturing, machine tool maintenance, and industrial maintenance, and are an important means to maintain and improve core competency needs for DOE Defense Programs. Several impacted workers from the K-25 Site obtained internal reassignments as a direct result of this training.

5. SPECIAL PROGRAMS FOR INVOLUNTARILY SEPARATED WORKERS

a. Hiring Preference

Section 3161 of the National Defense Authorization Act for FY 1993 provides that, to the extent practicable, involuntarily terminated employees at defense nuclear facilities will be given preferential hiring consideration in filling available job openings in the work of DOE and its contractors and subcontractors. The preference extends to terminated employees who meet the eligibility criteria described in Appendix A to this plan and who are qualified to perform the job at the time the work is to begin.

As established by the Department's April 5, 1995, Interim Planning Guidance for Work Force Restructuring, this hiring preference will be provided to the extent practicable and reasonable with respect to budget restraints, contractual provisions, and other obligations. Where qualifications are equal, eligible employees will be given preference in hiring to the extent the preference can be applied consistent with applicable law, veteran's preference rights, formal employment seniority plans, and other required practices of the Department. This preference does not outweigh or override other preferences required by statute or Executive Order. Before the preference is applied, effect will be given to the recall rights of laid off employees under applicable collective bargaining agreements.

Preference in hiring will be given by ORO contractors and subcontractors to involuntarily terminated individuals in the following order:

- Eligible former ORO regular full-time nonbargaining unit contractor employees who are in lay-off status;
- Eligible former ORO regular part-time contractor employees who are in lay-off status;
- Eligible former employees from contractors at DOE sites other than ORO who are available through the DOE JOBBS, which contains resumes available on laid-off or impacted former employees from other contractors.

Only after all preference-eligible individuals have been afforded preferential consideration will individuals who participated in the VRIF along with other external candidates from outside the ORO and DOE complex be considered.

It will be the obligation of the contractors and subcontractors to review eligible individuals who complied with the notification requirements for each position that comes open, to determine if those individuals are qualified.

This preference will continue until an action has occurred which terminates the preferences. Actions which terminate the preference include: termination for cause from a position received from exercising this preference; or failure to comply with preference eligibility notification requirements.

Individuals will be given information on how to register for the hiring preference at the time of separation.

b. Educational Assistance

An educational assistance program is planned to assist involuntarily separated employees in making the transition from DOE-funded jobs to alternative industrial or independent opportunities. This program will provide educational assistance funds to involuntarily terminated workers only for the period covered by this plan, i.e., May 1995 through September 1996. It does not apply to employees who accept a voluntary termination of any kind.

Funds available for this program are limited. This program is intended to supplement funding that may become available to displaced individuals through future employers, State, and other governmental grants and programs. All other available financial assistance (e.g., Job Training Partnership Act (JTPA), Pell Grants, etc.) must be exhausted before any individual may apply for and receive funding under this Plan benefit. ORO will work with impacted workers and their employer contractor organizations to allocate funding in response to requests for educational assistance.

Within available funding constraints, this program will provide a maximum benefit of up to \$6,000 (less scholarships, grants, and other direct new employer assistance) for up to three years from the date of separation for an eligible displaced employee who pursues training for an alternate career. No more than \$3,000 may be received for these programs in any one year.

Reimbursement will only be for actual costs incurred upon certification by the former employee. In order to continue to receive reimbursement under this program, an individual receiving assistance must maintain satisfactory progress as defined by the educational institution. The educational assistance benefits may be subject to Federal income and Federal Insurance Compensation Act taxes; any tax liability is the responsibility of the individual receiving the assistance.

Individuals have three months from the date of termination to submit an application for educational expenses to their former employer. Assistance is available for work at recognized educational institutions, including universities or colleges, community colleges, vocational schools, and technical schools. Other educational opportunities may be considered by the former employer in consultation with DOE (e.g., real estate courses leading to a broker's license) at the time of application.

6. COMMUNITY AND ECONOMIC DEVELOPMENT INITIATIVES

Oak Ridge continues to implement the East Tennessee 2000 Economic Development Plan (ET 2000) initiatives which were described in previous WFR Plans. The Plan's basic strategies were to maintain core enabling technologies for both industrial competitiveness and national security, to grow technology-based companies, and to simultaneously leverage Oak Ridge resources. The ET 2000 initiatives are a mixture of programs to address the near-term impacts of downsizing on the region's economy, and programs which leverage the Department's past investments in facilities, technology, and people. The three major components of the ET 2000 Plan (support for the Oak Ridge Centers for Manufacturing Technology, implementation of five regional economic development initiatives, and assistance for displaced workers) remain the foundation of the Oak Ridge plan to mitigate the effects of downsizing on workers. This year, the ET 2000 Plan will also emphasize reuse of unneeded DOE facilities and land. We believe that this program has the most potential for near-term impact on displaced workers and should be implemented as soon as possible.

The ETEC, the region's Community Reuse Organization, is working to identify under-utilized land and facilities due to changing DOE missions on the Oak Ridge Reservation. A special committee of the ETEC board has been created to focus on these opportunities, and to work closely with private industry, DOE contractors, and ORO staff to facilitate reuse and job creation. A DOE grant to ETEC for technical assistance in the reuse of DOE facilities has been approved.

These initiatives and processes are expected to address the comments ORO received at the WFR stakeholders meeting on July 27, 1995. For example, two commenters encouraged DOE to make facilities at the K-25 Site available for reuse by private industry as soon as possible to support development of additional jobs for the area. Another commenter questioned the process under which a parcel of land was being considered for lease to ETEC for industrial development, and whether adequate review of potential environmental impacts was part of the process. Although beyond the scope of this WFR Plan, all comments concerning reuse of DOE land and facilities are being considered by those involved in reuse planning.

7. PLAN FUNDING AND COSTS

It is estimated that funds totaling approximately \$7.53 million are required from all sources to provide the benefits and assistance to impacted workers during FY 1995 and 1996 based on the elimination of up to 900 jobs that was announced May 24, 1995. Impacts on workers would occur in at least two phases and involve several prime contractors and subcontractors across multiple DOE program areas.

Since there remains some uncertainty surrounding budget levels for FY 1996 and major unknowns involving budgets for FY 1997, the number of impacted workers may increase substantially under this Plan. If the number of affected workers must be increased significantly during the period covered by this Plan, the actual funding required to implement this Plan could change significantly before the end of the period covered by the Plan. If this occurs, the Plan and its funding requirements will be revised.

The funding shown in Table 1 provides for separation pay benefits (voluntary and involuntary severance pay), outplacement assistance, educational and relocation assistance, and medical benefits for eligible dislocated workers.

The cost of separation pay benefits will be paid by the program budget causing the separations. The severance pay benefit levels will vary between groups of employees since the affected contractors and subcontractors will provide their employees with severance pay based on their corporate policy.

The cost of providing the other assistance and benefits shown in Table 1 will be borne by 3161 funds and program operating budgets. It is ORO's intent to implement the benefits of this Plan on a fair and equitable basis. However, it is recognized that providing any specific assistance or benefit in a particular contractor situation or across entire programs may not be feasible to the same extent as with other contractors or programs if additional employees would be impacted. At that point, an evaluation of what is the most reasonable course of action will have to be made considering all the circumstances and fiscal limitations involved. No additional DOE funding is planned at this time for retraining programs, since no retraining program has been identified to date that would achieve 3161 objectives, have a high probability of leading to jobs after the training, and is affordable under the current tight budget climate.

TABLE 1: WFR PLAN FUNDING REQUIREMENTS			
Cost Category (B&R Code)	FY 1995	FY 1996	Plan Total
- Separation Pay Benefits (VRIF Programs and Involuntary Programs, excluding accrued vacation.)	RIF: \$ 1,735,000	\$1,380,000	\$3,115,000
	VRIF: 2,148,000	1,320,000	3,468,000
	TOTAL: \$3,883,000	\$2,700,000	\$6,583,000
- Outplacement Assistance	160,000	135,000	\$ 295,000
- Educational Assistance for Involuntarily Terminated Employees	168,000	\$ 84,000	\$ 252,000
- Relocation Assistance	55,000	\$ 25,000	\$ 80,000
- Dislocated Workers' Medical Benefits	175,800	\$ 146,800	\$ 322,600
- Training Programs ¹			
- Economic Development ²			
TOTAL	\$4,441,800	\$3,090,800	\$7,532,600

¹ No additional funding has been listed for training or retraining programs at this time because no specific new programs have been identified and developed sufficiently to allow cost estimates to be made; however, efforts will continue to identify such programs and, if such programs are developed, funding to support them will be sought.

² ETEC has been awarded a separate grant by DOE for \$100,000 to facilitate initiatives that will result in reuse of unneeded DOE land and facilities in support of new job creation in the area.

APPENDIXES

Eligibility Criteria and Separation Benefit Summary

To be eligible for most benefits and assistance under this Plan, employees must have been employed at the affected facility (for purposes of this Plan, the affected "facility" covers the K-25 Site, Y-12 Plant, and Oak Ridge National Laboratory facilities), or employed within the Oak Ridge community on a project or work funded by ORO and in direct support of one of the affected facilities, or verifiably employed at another DOE Defense Nuclear Facility on or before September 27, 1991 (the date recognized by DOE as the end of the Cold War), and meet the following additional criteria:

a. Regular Employees -

- o Employed at a DOE defense nuclear facility on September 27, 1991;
- o Employed at the Oak Ridge facility on May 24, 1995 (the date of notification of the work force restructuring);
- o Employed full-time (40 hours per week) at a covered DOE facility from September 27, 1991, through May 24, 1995, the notification date; and
- o Individual's current position directly impacted by the restructuring covered by this Plan, and individual involuntarily terminated.

b. Intermittent Employees (including construction workers) -

- o Employed at a DOE defense nuclear facility on or before September 27, 1991;
- o Employed at the Oak Ridge facility during the 180 days preceding May 24, 1995;
- o Employed at the Oak Ridge facility a total time (including prior to September 27, 1991) equivalent to having worked full-time from September 27, 1991, to May 24, 1995, or actually employed the industry standard of full-time between September 27, 1991, and May 24, 1995; and
- o Individual's current position directly impacted by the restructuring covered by this Plan, and individual involuntarily terminated (including interruption of a project before its anticipated completion, or the completion of the assignment or project without prospect for a follow on assignment at the site).

The Table on page A-2 summarizes the benefits to which separated employees of the affected organizations may be eligible.

SEPARATION BENEFIT SUMMARY

Contractor	Separation Pay	Outplacement Assistance	Educational Assistance	Relocation Assistance	Displaced Worker Medical	Preference in Hiring
LMES	V, I	V, I	I	I	V, I	I
MK-F ¹	V, I	V, I	I	V, I	V, I	I
ORAU/ORISE	V, I	V, I			V, I	I
F-WHEELER	I	I			V, I	I
SUBS ²	I	I				I

V = Those employees accepted to participate in the M&O contractors' (i.e., LMES, MK-F, ORAU) approved Voluntary Reduction in Force (VRIF) Programs.

I = Those impacted employees who meet the job attachment test eligibility criteria stated on page 5-1 of this Appendix.

¹ Salaried employees receive the above indicated benefits, with the caveat that those who participate in the VRIF program can receive relocation assistance only if they were originally relocated at company expense to work in Oak Ridge. Construction workers are only eligible for the Outplacement Assistance and Preference in Hiring assistance under this Plan.

² Subcontractor employees are eligible for Separation Pay only to the extent provided for by normal company policy.

Distribution list for Planning Guidance for Contractor Work Force Restructuring letter,
dated May 19, 1995:

Mr. Tom McNamara
Deputy to the Governor
Tennessee State Capitol
Nashville, Tennessee 37243-0001

US Senators

The Honorable Fred Thompson
United States Senate
501 Dirksen, Senate Office Bldg.
Washington, DC 20510

The Honorable Bill Frist
United States Senate
825 Hart Senate Office Bldg.
Washington, DC 20510

US Representatives

The Honorable John J. Duncan
Member, United States House
of Representatives
Attn: Don Walker
501 W. Main Avenue, Ste 318
Knoxville, Tennessee 37902

The Honorable Zach Wamp
Member, United States House
of Representatives
Attn: Joe Samuel (202 225-3271)
55 South Jefferson
Oak Ridge, Tennessee 37830

The Honorable Van Hilleary
Member, United States House
of Representatives
114 Cannon House Bldg.
Washington DC 20515-4204

Tennessee Senators

The Honorable Randy McNally
Tennessee Senator
302 War Memorial Building
Nashville, Tennessee 37243-0205

The Honorable Bill Atchley
Tennessee Senator
303 War Memorial Bldg.
Nashville, Tennessee 37243-0026

The Honorable Bud Gilbert
Tennessee Senator
306 War Memorial Bldg.
Nashville, Tennessee 37243-0207

The Honorable Anna Belle O'Brien
Tennessee Senator
10 Legislative Plaza
Nashville, Tennessee 37243-0212

Tennessee Representatives

The Honorable Joe Armstrong
Member, Tennessee House of
Representatives
PO Box 6711
Knoxville, Tennessee 37914

The Honorable David Coffey
Member, Tennessee House of
Representatives
122 Caldwell Drive
Oak Ridge, Tennessee 37830

The Honorable Michael R. Williams
Member, Tennessee House
of Representatives
Post Office Box 176
Maynardville, Tennessee 37807

The Honorable Bruce E. Cantrell
Member, Tennessee House
of Representatives
212 War Memorial Bldg.
Nashville, Tennessee 37243-0132

Ms. Susan Brown
(Sub for Victor Ashe)
Director of Economic Development
City of Knoxville
400 Main Avenue
Knoxville, Tennessee 37902

The Honorable Charles T. Eblen
Mayor, Lenoir City
Lenoir City Hall
600 East Broadway
Post Office Box 445
Lenoir City, Tennessee 37771

The Honorable Kathleen Moore
Mayor, City of Oak Ridge
Post Office Box 1
Oak Ridge, Tennessee 37831

The Honorable Don Woody
Mayor, City of Kingston
125 W. Cumberland Street
Kingston, Tennessee 37763

The Honorable Mike Miller
Mayor, City of Rockwood
110 North Chamberlain
Rockwood, Tennessee 37854

The Honorable Harold Wester
Mayor, City of Harriman
Post Office Box 433
Harriman, Tennessee 37748

Mr. Jeffrey J. Broughton
City Manager
City of Oak Ridge
PO Box 1
Oak Ridge, Tennessee 37831

Mr. David O. Bolling
Anderson County Executive
Anderson County Courthouse, Room 208
100 N. Main Street
Clinton, Tennessee 37716

Mr. Tom Schumpert
Knox County Executive
City County Bldg., Ste 651
400 Main Avenue
Knoxville, Tennessee 37902

Ms. Melissa A. Ziegler, Executive
The Development Corporation of
Knox County
706 Walnut Street, Suite 700
Knoxville, TN 37902

Mr. Ken Yager
Roane County Executive
PO Box 643
Kingston, Tennessee 37763

Mr. William Dunavant
Commissioner of Economic &
Community Development
Rachel Jackson Bldg., 8th Floor
320 6th Avenue, North
Nashville, Tennessee 37243-0405

Mr. George Miller
Loudon County Executive
100 River Road
Loudon, Tennessee 37771

Mr. C. Danny Maples
President
Knoxville Building and
Construction Trades Council
311 Morgan Street
Knoxville, Tennessee 37902

Mr. John Bostic
Tennessee Department
of Labor
Dislocated Workers Unit
710 James Robertson Parkway
4th Floor, Gateway Plaza
Nashville, Tennessee 37243-0658

Ms. Jesse Noritake, Office Manager
Waste Management Association
Post Office Box 5483
Oak Ridge, Tennessee 37831

Mr. Allen Meel, President
Tennessee's Resource Valley
Post Office Box 23770
Knoxville, Tennessee 37933-1184

Mr. Jack Hammontree
Greater Knoxville
Chamber of Commerce
301 East Church Street
Knoxville, Tennessee 37915

Mr. Douglas Berry
President
Loudon County Committee of 100
Post Office Box 909
Loudon, Tennessee 37774

Ms. Jenny Parris
Literacy Coordinator
Anderson County Literacy Council
117 Seivers Boulevard
Clinton, Tennessee 37716

Dr. David White, Chairman
Tri-County Literacy Council
107 Wakefield Rd., Apt. B
Oak Ridge, Tennessee 37830

Mr. Tommy Kilby
Morgan County Executive
Courthouse Square
Wartburg, Tennessee 37887

Mr. Steve Queener
Clinton City Manager
100 Bowling Street
Clinton, Tennessee 37716

Mr. Kenneth Veatch
Manager, City of
Oliver Springs
Post Office Box 303
Oliver Springs, Tennessee 37840

Ms. Sherry Hoppe, President
Roane State Community College
Route 8, Box 69
Harriman, Tennessee 37748

Dr. Allen G. Edwards
President
Pellissippi State
Community College
Post Office Box 22990
Knoxville, Tennessee 37933-0990

Ms. Betsy Child
Senior Vice President
Economic Development
Tennessee Valley Authority
400 Summit Hill Drive, WT 11D-K
Knoxville, Tennessee 37902-1499

Mr. Bobby Renfro
Director
Private Industry Council, JTPA
129 South Kentucky
Kingston, Tennessee 37763

Mr. Tom Rogers, President
Oak Ridge Chamber of
Commerce
1400 Oak Ridge Turnpike
Oak Ridge, Tennessee 37830

Ms. Diantha Pare'
League of Women Voters
117 Wendover Circle
Oak Ridge, Tennessee 37830

Mr. Larry Robinson
President, Oak Ridge Branch
National Association for the
Advancement of Colored People
Post Office Box 6165
Oak Ridge, Tennessee 37831

Ms. Rosemary Durant-Giles
President/CEO
Knoxville Area Urban League, Inc.
2416 Magnolia Avenue
Knoxville, Tennessee 37917

Mr. Brian Jenkins, President
Anderson County Chamber
of Commerce
245 North Main Street
Clinton, Tennessee 37716

Mr. William Crisp
Blount County Executive
Blount County Court House
301 Court Street
Maryville, Tennessee 37801-4947

Mr. Tommy C. Stiner
Campbell County Executive
Post Office Box 435
Jacksboro, Tennessee 37757

Mr. Ed Smith
Kingston City Manager
125 W. Cumberland Street
Kingston, Tennessee 37763

Mr. J. L. Goins
President
Blount County Chamber of Commerce
309 S. Washington Street
Maryville, Tennessee 37801

Mr. Jim Cooper
Melton Hill Regional Industrial
Development Association
245 North Main Street, Ste 200
Clinton, Tennessee 37716

Mr. Gary Human, Commissioner
Roane County Industrial Board
339 West Race Street
Kingston, Tennessee 37763

Ms. Ellen O. Smith, Chairwoman
Environmental Quality
Advisory Board
116 Morningside Drive
Oak Ridge, Tennessee 37830

Mr. Tom Ashwood, Chairman
Roane County Environmental
Advisory Board
Post Office Box 604
Paint Rock Ferry Road
Kingston, Tennessee 37763

Ms. Maureen O'Connell, Director
Save Our Cumberland Mountains
Post Office Box 479
Lake City, Tennessee 37769

Mr. Ralph Hutchinson
Coordinator
Oak Ridge Environmental
Peace Alliance
Post Office Box 379
Lake City, Tennessee 37769

Mr. M. David Jones, President
United Plant Guard Workers of
America, Local 109
172 Foxhunters Road
Maynardville, Tennessee 37807

Mr. Mike Church
President
Oil, Chemical, and Atomic Workers
International Union, Local 3-288
AFL-CIO
Post Office Box 4936
Oak Ridge, Tennessee 37831-4936Mr.

Mr. John Anthony, President
International Guards Union
of America, Local #3
Post Office Box 6316
Oak Ridge, Tennessee 37831

Mr. Jim Hamby
President
Atomic Trades and Labor Council
Post Office Box 4068
Oak Ridge, Tennessee 37831

Mr. Gerald Hamby, City Councilman
Lenoir City Hall
Post Office Box 445
Lenoir City, Tennessee 37771

The Honorable W. Edward Ford III
Mayor of Town of Farragut
Post Office Box 22190
Farragut, Tennessee 37933

Mr. Daniel Axelrod
190 Hillside Road Apt. A
Oak Ridge, Tennessee 37830

Mr. Richard Miller
2090 Northampton Street
Holyoke, MA 01040
(OCAW consultant - at request of
Robert Wages)

Mr. William A. Alexander, III
President, Local 718
United Assoc. of Pipe Fitting
Moring Drive, Box 254
Harriman, Tennessee 37748

Mr. David Beck, Deputy Director
Technology Service, Y-12 Plant
Martin Marietta Energy Systems, Inc.
Oak Ridge, Tennessee 37831-9094

Mr. Tom Douglas
President, Local 66 UPGWA
Martin Marietta
Utility Services, Inc.,
Post Office Box 628
Piketon, OH 45661

Mr. Gordon Fee, President
Martin Marietta Energy Systems, Inc.
Post Office Box 2009
Oak Ridge, Tennessee 37831-8002

Mr. Eugene Gillespie
US Department of Energy
Portsmouth Site Manager
Post Office Box 700
Piketon, OH 45661

Mr. Dennis A. Grahl
Economic Development Executive
Martin Marietta Energy Systems, Inc.
Post Office Box 2009
Oak Ridge, Tennessee 37831-8242

Mr. Glenn Griffiths
Acting Deputy Director
US DOE/Fernald Office
Post Office Box 538705
Cincinnati, OH 45239-8705

Mr. Thomas Hardy
Vice Chairman of VOLS
Martin Marietta Energy Systems, Inc.
Y-12 Plant, Bldg. 9712 MS 8042
Post Office Box 2009
Oak Ridge, Tennessee 37830

Mr. John Knauff
Oil, Chemical and Atomic Workers
International Union
Local 3-689
5496 Carmel Road
Hillboro, OH 45331

Ms. Jackie Holloway
Recording Secretary - ATLC
Martin Marietta Energy Systems, Inc.
Post Office Box 2009
Oak Ridge, Tennessee 37831-8022

Mr. Jerry Johnson
International Guards Union of
America, Local 3
Post Office Box 6316
Oak Ridge, Tennessee 37831-6316

Mr. Frank C. Larvie
President and General Manager
MK-Ferguson of Oak Ridge Company
Post Office Box 2011
Oak Ridge, Tennessee 37831-2011

Ms. Diane McCarten
Y-12 Site Office
US Department of Energy
Post Office Box 2001
Oak Ridge, Tennessee 37831

Ms. Linda Oberting
Manager, Business Development
Programs
Martin Marietta Specialty Components
Post Office Box 2908
Largo FL 34649

B - 5

Mr. Daniel Standley
Vice President and Associate
Director, Human Resources
Oak Ridge Associated Universities
Post Office Box 117
Oak Ridge, Tennessee 37831-0117

Mr. Wayne Stark
Manager, Oak Ridge Operations
BNFL, Inc.
804 Kerr Hollow Road
Oak Ridge, Tennessee 37830

TO RECEIVE COPY ONLY

Mr. Ben Knopp
Hanford Issues Analyst
200 Hillview Drive, Suite 100
Richland, WA 99352